



City of Seattle

Priority Hire

In early 2015, Mayor Murray proposed and Seattle City Council passed the Priority Hire ordinance.

This resulted in a community workforce agreement between the City and Seattle-King County Building and Construction Trades Council, with the goal of creating equitable access in construction training and employment for women and people of color who have traditionally been left out of the industry. By focusing on the entire worker development process – from pre-training to sustained family-wage construction careers – Priority Hire creates innovative, economic opportunities and invests tax dollars back into the city's communities. Priority Hire:



Hires construction workers living in economically distressed ZIP codes, women and people of color on City public works projects over \$5 million.



Invests in recruiting and training a diverse construction workforce.



Creates better work environments on Priority Hire projects with standardized work rules, no work stoppages and a dispute resolution process.

Priority Hire was a community-initiated effort, and the City continues to work closely with stakeholders, including community groups, construction labor unions, contractors, training providers and other regional partners to sustain a successful Priority Hire program. For more information on Priority Hire, go to

www.seattle.gov/priorityhire

Achieving Priority Hire Goals

Priority Hire increases diversity on City of Seattle public works projects. The City began with a pilot on the Elliott Bay Seawall Project in 2013. Through 2016, Priority Hire has exceeded expectations.

7 projects worth
\$636M
1,162,459
hours performed

Women and minority-owned
contractors on Priority Hire projects were paid
\$59M or 16%
of project payments

21% Priority Hire performance

 **237,299 hours**
 **829 workers**

= \$8.5M in wages earned

This is nearly **\$3 million** more in wages than before Priority Hire

The City invested
\$1.1 million
in recruitment, training and support services

for workers living in economically distressed ZIP codes, women and people of color.

\$330,000 for worker recruitment by community organizations

\$737,000 for pre-training women, people of color and those living in economically distressed communities

\$71,000 in driver re-licensing services

Priority Hire Performance (November 2013-December 2016)	Priority Hire Projects	Past Performance Prior to Priority Hire ¹
Economically distressed ZIP codes	21%	12%
Women	12%	5%
People of Color	26%	25%
Apprentices	15%	13%
Seattle Residents	12%	5%

¹Past performance if based on hours from a sample of projects from 2009-2013

Building Priority Hire

Priority Hire increases economic opportunities and creates career pathways for those living in economically distressed ZIP codes, women and people of color.

Engages all stakeholders

Engaging all stakeholders builds stronger, more collaborative initiatives, and cements commitment to produce better results over time.

Creates realistic Priority Hire goals

Priority Hire set goals of 20% in 2016 and 40% in 2025 for hours performed by workers living in economically distressed ZIP codes.

Invests in outreach & recruitment efforts

Partners with community organizations, unions and workforce development providers to recruit Priority Hire workers.

Engages contractors

Anticipates contractors' needs and promotes the participation of women-and minority-owned businesses. Meets with contractors frequently.

Educates stakeholders & communicate goals

Convenes Priority Hire Advisory Committee to improve implementation.

Invests in Pre-Apprenticeship Programs

Comprehensive training programs are the key entryway for women and people of color into the construction industry.

Supports job placement & retention

Includes a well-defined referral process for pre-apprentice graduates and apprentices, and improves jobsite conditions to retain them.

Creates an active compliance system

This creates a level playing field in which contractors can compete & grow while meeting the Priority Hire requirements. It also allows stakeholders to track performance & make necessary adjustments over time.

Success!

Positive outcomes with jobs for the community, increased collaboration, investment in the community, infrastructure, money that goes back into the community, middle-class jobs with benefits.



Priority Hire in Action



Tracey

"14 years ago, my life looked completely different. I didn't have a career and no community to call home. In 2003, I met Pastor Lawrence Willis and was connected to Laborers 440, I joined the apprenticeship, journeyed out and now have a career making \$31.78 an hour and own a flagging business that is growing."

Tracey lives in south Seattle and was dispatched to the Blue Ridge Conduit Installation Phase 1 project to work for Olson Brothers Excavating in March 2016. By the end of 2016, she successfully performed more than 1,700 hours on the project and opened her own flagging business.



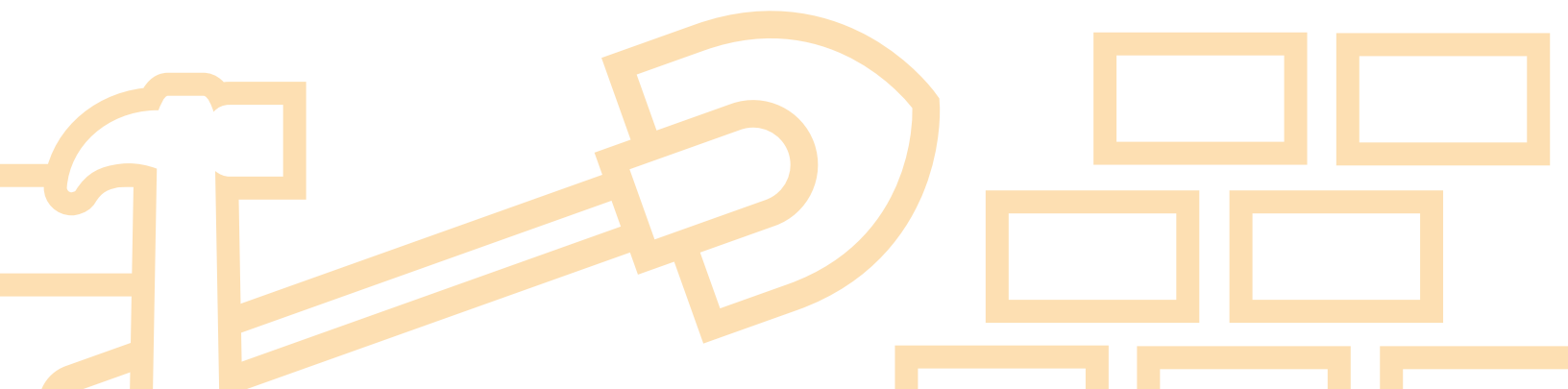
Andrea

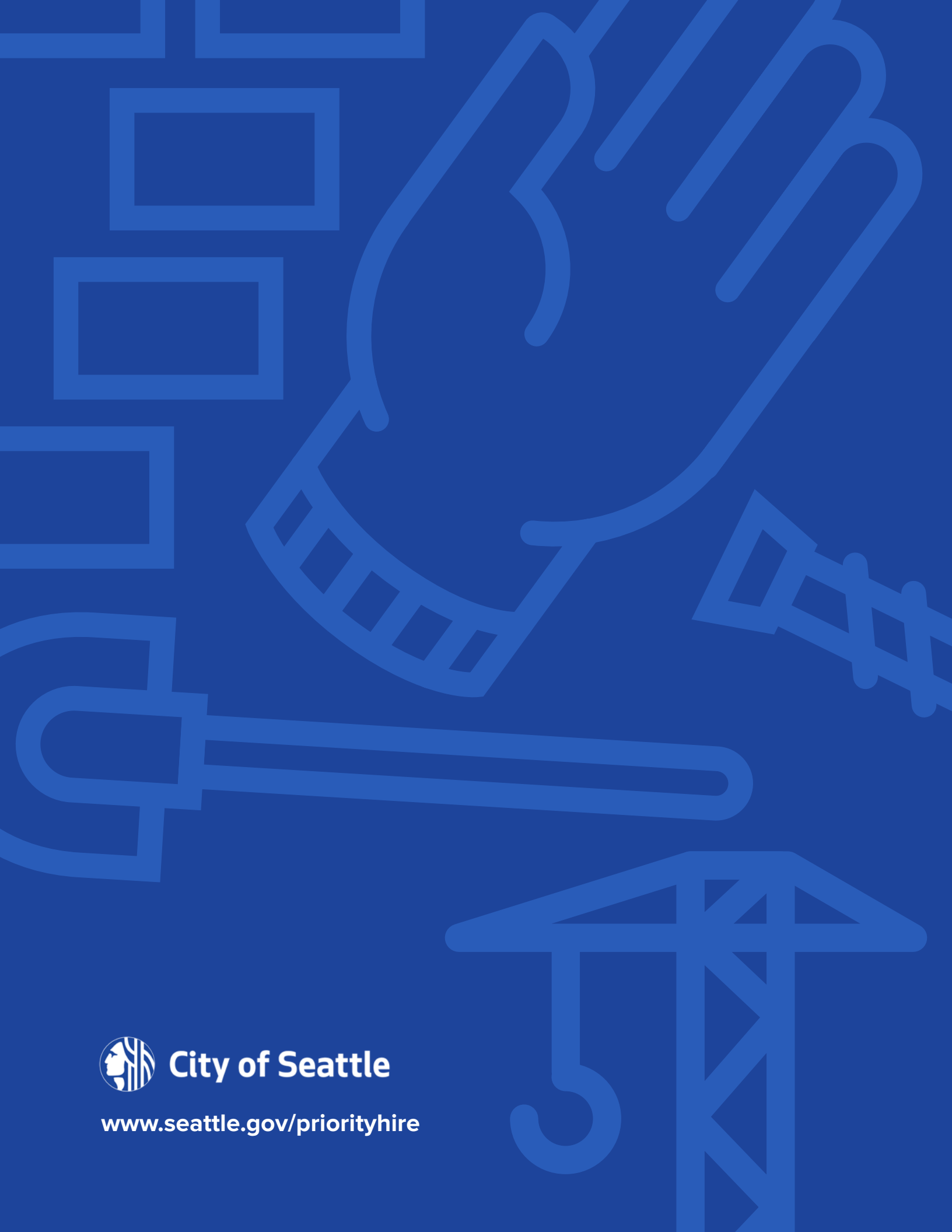
Andrea is an African American married mother of three, and a Laborers 440 apprentice living in a priority neighborhood in King County. Andrea completed the Apprenticeship and Non-Traditional Employment for Women (ANEW) pre-apprenticeship program in summer 2016. Pre-apprentice graduates are given preferred entry into apprenticeship under Priority Hire, so Andrea was able to immediately enter apprenticeship and start on the Denny Substation project at \$20.65 an hour. She continues to work for Walsh Construction Company and through the end of 2017 completed nearly 1,000 hours on the project.



Driver Re-Licensing

Many people interested in a career in construction do not have valid driver licenses. In response, the City contracted with LELO (Legacy of Equality, Leadership and Organizing) to help individuals who had had their licenses revoked become re-licensed. Martha, LELO's driver re-licensing specialist, advocates for workers and negotiates debt with courts around the country. By early 2017, 36 construction pre-apprentices that LELO assisted obtained licenses by early 2017. This can be a lengthy and complicated process for someone on their own. In one pre-apprenticeship training program, PACE, 13 of the 18 students entered the program in fall 2016 without valid driver licenses, and by 2017 were all licensed.





City of Seattle

www.seattle.gov/priorityhire